

Introduction

Overview

The City of Frederick, Maryland has experienced dramatic population growth of 98% over the last three decades. Shaped by the vision of its citizens, community leaders, businesses, entrepreneurs, and elected officials, the City has become a driving force in a region with global influence.

The City has grown while delicately balancing its rich heritage and historic character with a robust and diverse economy. The rise in population has resulted in the developments and investments in newly annexed lands, along with denser and compact infill development in and around the downtown core. New homes, especially downtown, have provided the critical mass for new retail and services as well as a vibrant city center.

This growth has been guided by the visions and goals of Comprehensive Plans. The City began the formal process of Comprehensive Planning in 1964, when the population was approximately 22,000. Since then, stakeholders have had the opportunity to participate in planning the future of the City, allowing Frederick to become a regional destination and a home to over 70,000 residents. Citizen input provided the vision and framework for the 2010 Comprehensive Plan and its policies and implementation strategies have guided development for the last decade.

Based on the extensive community input received as part of the *CommUNITY 2030 – A Ten Year Strategic Plan* efforts, outreach conducted with Neighborhood Advisory Councils (NACs) and various stakeholder groups, many of the principles that shaped the 2010 Comprehensive Plan still hold true. As part of the 2020 Comprehensive Plan, those principles blended with the outreach of the CommUNITY 2030 have been polished and expanded to reflect the changes that the City has experienced in the last ten years and those it is likely to face in the next ten to twenty years.

STAKEHOLDER GROUPS

The residents of Frederick, who provided valuable input to this Comprehensive Plan, are the main stakeholder group. The other imperative stakeholder groups are listed below:

- Airport Commission
- Bicycle and Pedestrian Advisory Committee
- Downtown Frederick Partnership
- East Frederick Rising
- Fair Housing Commission
- Frederick County Affordable Housing Council
- Frederick County Building Industry Association Land Use Council
- Frederick County Planning Department
- Golden Mile Alliance
- Historic Preservation Commission
- NAC's 1, 3-12

- Planning Commission
- Recreation and Parks Commission
- Sustainability Committee
- Youth Advisory Council
- Zoning Board of Appeals

This Comprehensive Plan, through its policies and implementation strategies, builds on the City's recent growth and momentum with an approach to ensure that future development is well-designed and situated to encourage activity and community engagement. Its policies reflect a City that is becoming a major population and employment center. Equally, the Plan's policies reinforce Frederick's strong neighborhoods as the heart of the City.

PURPOSE OF THE COMPREHENSIVE PLAN

The Comprehensive Plan is a guide for the location, character, and extent of proposed public and private development in the City. It influences the CommUNITY 2030, Capital Improvement Program, amendments to the City Code and Land Management Code, and zoning changes. In addition, it is prudent for the City to ensure all other plans, guidelines, and policy documents are consistent with the Plan. The implementation chapter prioritizes the goals and policies to provide guidance to the responsible parties and the order of updates to the City's regulations, ordinances, and zoning maps. The Plan's policies and recommendations will be implemented over time by guiding the decisions of elected officials as well as members of boards and commissions. The State of Maryland entrusts local jurisdictions with land use planning authority to guide growth and development through the Land Use Article of the Maryland Annotated Code. The statute outlines the responsibilities, roles, and functions of the planning commission and sets the ground rules for planning and zoning powers. As part of this Article, the Comprehensive Plan must be updated every ten years. This revision and update is needed to respond to changing conditions, unforeseen events and trends, and emerging objectives.

The basis of the Comprehensive Plan is to communicate a vision of growth for the City. It is a 20-year blueprint for public and private sector initiatives and investment in facilities and infrastructure. The Plan is the first and last item to be studied and applied before any land use action is taken.

VISION AND MISSION

VISION STATEMENT

“To make Frederick the most livable city in the Mid-Atlantic region by 2040.”

MISSION STATEMENT

The City of Frederick is committed to improving the quality of life by strengthening our neighborhoods. Using a calculated approach, new development accommodates a growing population and employment base in areas served by existing infrastructure and at times, beyond the current boundary. The growth promotes the neighborhoods by providing opportunities for safe and affordable living, efficient services and infrastructure, multimodal transportation options, abundant jobs and leisure and tourism.

COMMUNITY 2030 VISION STATEMENT

The year is 2030:

Over 85,000 people call The City of Frederick home. It is a place where people have chosen to work, learn, innovate, and relax. Frederick is nationally recognized for thoughtful managed sustainable urban development. Prosperity is balanced with housing, employment, and cultural opportunities for everyone. Our vibrant downtown and livable neighborhoods welcome new residents and creative entrepreneurs. Employers large and small provide competitive employment opportunities for the City of Frederick's workforce. Well-coordinated transportation choices allow movement around, within, and beyond Frederick to nearby metropolitan areas. Frederick is rich in the diversity of talents, cultures, and life stories that connect us with each other. All voices

are encouraged and respected, fostering one of the most civically engaged cities in America. Steeped in history, Frederick is a progressive, welcoming, and authentically charming city.

OBJECTIVES

2010 COMPREHENSIVE PLAN OBJECTIVES

In response to several annexations and recognition that the City will be facing rapid growth in population, the built environment, and physical size, the 2010 Comprehensive Plan had focused on enhancing the following items as its objectives:

Quality of the Built Environment
Transportation Choices
Streetscapes
Downtown Investment
Sustainable Technologies

COMMUNITY 2030 GOALS (AND OBJECTIVES)

The Mayor's Strategic Plan contains the following six strategic goals:

SUSTAINABLE URBAN PLANNING

We will manage thoughtful and sustainable urban growth.

SOCIAL WELL-BEING

We will provide balanced housing and human services, recreational opportunities, and cultural enrichment.

SAFE AND VIBRANT COMMUNITY

We will strengthen our vibrant downtown and develop dynamic livable neighborhoods.

COMPETITIVE EMPLOYMENT

We will promote competitive business and employment opportunities.

ENHANCED MOBILITY

We will expand and maintain a spectrum of well-coordinated transportation choices.

CIVIC ENGAGEMENT

We will foster strong civic engagement by leveraging the diversity of our history, talents, cultures, and life stories.

2020 COMPREHENSIVE PLAN OBJECTIVES

Considering past planning efforts, citizen's input, and CommUNITY 2030, this plan focuses on the following:

DEFINING A CLEAR VISION FOR THE FUTURE

Many of the City's goals and objectives will remain relevant over the years covered under the Comprehensive Plan. The City of Frederick constantly considers new concepts and the efficacy of existing policies. Additionally, in order to ensure that the policies are complementary, the City assesses the relationship with Frederick County, neighboring jurisdictions, and other regional governments and metropolitan organizations. Advancement of technology, adjusting trends, and social and cultural shift play a vital role in successful implementation.

ENHANCING THE RELATIONSHIP BETWEEN LAND USE, TRANSPORTATION, AND URBAN DESIGN

As the City looks forward to the next 10-20 years, residents have made it clear that they value a livable, walkable, and attractive community. A strong theme of the CommUNITY 2030 is the continued support of the design and character of Frederick's downtown core; however, its scope reaches every neighborhood in the City. A major objective of this Comprehensive Plan is to encourage well connected neighborhoods at higher densities situated around existing infrastructure and transportation hubs. To do so, it encourages growth in ways that cultivates opportunities for improved health, happiness, and well-being, and that supports choices in transportation mode.

SUPPORTING POLICIES AND PLANNING EFFORTS AT THE NEIGHBORHOOD LEVEL

The purpose of this Plan is to guide land use decisions and address citywide issues on a macro-level. It can be challenging to ensure that the policies recommended in this plan will meet the needs of every neighborhood or have the necessary level of detail to solve a particular neighborhood's unique challenges. Therefore, the Plan recommends more detailed analysis of each neighborhood in the form of Small Area Plans. A Small Area Plan gives residents a chance to weigh-in on future development and/or changes to their neighborhood as well as predictability about their neighborhood's future. It also provides feedback to business owners about where development or services best fit into each neighborhood. Although each Small Area Plan is unique with distinct opportunities and challenges, the policies are reinforced by the citywide vision and policies of the Comprehensive Plan.

ENSURING THAT REGULATIONS ARE CONSISTENT WITH THE VISION

The City of Frederick's Charter and Code are the regulatory documents that direct all decisions made by the Elected Officials and the City Staff. Upon the adoption of the Comprehensive Plan, the provisions that guide growth and development in the city will need to be reviewed to ensure the regulatory measures enable growth that is compatible with the vision of stakeholders and elected officials. The plan is implemented by amending, removing, or expanding on the land use regulations if necessary.

ESTABLISHING ACCOUNTABILITY THROUGH BENCHMARKING & PROGRESS REPORTING

A critical component of this plan is the focus on continual benchmarking. The purpose of benchmarking is to provide the elected officials and the citizens a regular update on the progress of the Plan. A concise and effective benchmarking report will be provided on an annual basis and includes a matrix of accomplishments within the intended term as well as recommendations on

the resources necessary to meet the upcoming goals and policies. During the benchmarking process, the adopted goals, objectives, policies, and implementation components will be evaluated for their effectiveness. It may be necessary to amend the Plan at the end of the implementation time frame.

LEGAL BASIS

The Land Use Article of the Maryland Annotated Code states that the Planning Commission has the authority and responsibility to prepare a comprehensive plan for its jurisdiction and to present the plan with a recommendation to the local governing body. The Comprehensive Plan is to “serve as a guide to public and private actions and decision to ensure the development of public and private property in appropriate relationships”. The Land Use Article requires that the Comprehensive Plan “serve as a guide for the development and economic and social-wellbeing” of the City. The Comprehensive Plan is to be composed of interrelated chapters that address the following areas:

- Community Facilities;
- Critical State Concerns;
- Goal and Objectives;
- Land Use;
- Development Regulations;
- Sensitive Areas;
- Transportation;
- Water Resources;
- Mineral Resource; and
- Municipal Growth.

The Plan may also include the following chapters to advance the purpose of the plan:

- Community Renewal;
- Conservation;
- Flood Control;
- Housing;
- Natural Resources;
- Pollution Control;
- The General Location and Extent of Public Utilities; and
- A Priority Preservation Area.

In addition to the chapters required by the Land Use Article, this plan also includes chapters regarding Economic Development, Fiscal Health and Recreation. Pursuant to the Maryland Planning Visions Law of 2009, the creation of 12 visions reflect the State’s ongoing aspiration to develop and implement sound growth and development policy. The following State’s twelve visions are endorsed by the goals and policies of this plan.

QUALITY OF LIFE AND SUSTAINABILITY

A high quality of life is achieved through universal stewardship of the land, water, and air, resulting in sustainable communities and protection of the environment.

PUBLIC PARTICIPATION

Citizens are active partners in the planning and implementation of community initiatives and are sensitive to their responsibilities in achieving community goals.

GROWTH AREAS

Growth is concentrated in existing population and business centers, growth areas adjacent to these centers, or strategically selected new centers.

COMMUNITY DESIGN

Compact, mixed-use, and walkable design consistent with existing community character and located near available or planned transit is encouraged to ensure the efficient use of land and transportation resources and the preservation and enhancement of natural systems, open spaces, recreational areas, and historical, cultural and archeological resources.

INFRASTRUCTURE

Growth areas have the water resources and infrastructure to accommodate population and business expansion in an orderly, efficient, and environmentally sustainable manner.

TRANSPORTATION

A well-maintained, multimodal transportation system facilitates the safe, convenient, affordable and efficient movement of people, goods and services within and between population and business centers.

HOUSING

A range of housing densities, types, and sizes provides residential options for citizens of all ages and incomes.

ECONOMIC DEVELOPMENT

Economic development and natural resource-based businesses that promote employment opportunities for all income levels within the capacity of the State's natural resources, public services, and public facilities are encouraged.

ENVIRONMENTAL PROTECTION

Land and water resources, including the Chesapeake and coastal bays, are carefully managed to restore and maintain healthy air and water, natural systems, and living resources.

RESOURCE CONSERVATION

Waterways, forests, agricultural areas, open space, natural systems, and scenic areas are conserved.

STEWARDSHIP

Government, business entities, and residents are responsible for the creation of sustainable communities by collaborating to balance efficient growth with resource protection.

IMPLEMENTATION

Strategies, policies, programs, and funding for growth and development, resource conservation, infrastructure, and transportation are integrated across the local, regional, state, and interstate levels to achieve these Visions.

NEED FOR A COMPREHENSIVE PLAN

Frederick has grown from a small historic town to an expanding urban housing and employment center. The Comprehensive Plan will be updated to provide guidance for the following challenges:

- Achieving balance between growth and infrastructure;
- Balancing residential, retail, and employment growth;
- Improving and enhancing the quality of life for residents;
- Encouraging inter-jurisdictional coordination related to infrastructure provision;
- Ensuring that the city remains the primary urban center for Frederick County;
- Preserving and enhancing the City's distinct character and vibrant downtown;
- Ensuring the preservation of significant historic and archeological resources as development of the City proceeds; and
- Ensuring the preservation and protection of the natural environment.

This comprehensive plan addresses each of these categories, presents background information, identifies current and anticipated issues, and details implementation strategies to address the challenges the City faces.

CITY OF FREDERICK REGIONAL CONTEXT

LOCATION

Nestled between the Monocacy River and the Catoctin Mountains, the City of Frederick sits almost directly in the center of Frederick County. The City's unique natural and cultural setting makes it a desirable place to have a home, start a business, and visit. The unincorporated land around the City has historically been agricultural. However, both the City and the County have experienced substantial growth in the last three decades: 80% and 70% respectively. As a result, farmland is rapidly being replaced by low-density homes and non-residential development.

The City of Frederick's vibrant and varied urban fabric differentiates it from the rest of the County, creating a distinct sense of place. Quiet 20th Century residential neighborhoods ring the City's compact, walkable, and active historic downtown. Home to the municipal and County governments, downtown Frederick comprises the State's largest historic district and is a regionally-designated hub of arts and entertainment.

Part of Frederick's attractiveness lies in its proximity to Central Maryland's major urban centers, as shown in Figure 1 above. Frederick is equidistant from Baltimore and Washington, DC, located 50 miles northwest of the US Capitol Building, and 50 miles west of Baltimore's Inner Harbor. Frederick is also located near several small cities, sitting approximately 25 miles southeast of Hagerstown, 25 miles southwest of Westminster, 27 miles northwest of Rockville, and 25 miles north of Leesburg, VA. The Town of Walkersville, located five miles to the

northeast, is its nearest municipal neighbor. The City of Frederick is also well-connected to the regional highway network. Interstate 70 connects Frederick directly to Baltimore to the east and Hagerstown to the west, while Interstate 270 begins in Frederick and links the City to Washington, DC, and its Maryland suburbs. US Route 15 runs directly through the center of the City, linking Frederick to Northern Virginia, West Virginia, and southern Pennsylvania. US Route 340 also begins in Frederick, connecting the City to Charles Town, WV and Winchester, VA. In addition to its major road links, Frederick serves as the terminus of its own spur of the Brunswick commuter rail line with limited service, operated by MARC. This line serves Union Station and the I-270 corridor and connects Frederick to the WMATA MetroRail and MetroBus system. The MTA Commuter Bus connects the City with North Bethesda and the Metrorail Red line at Shady Grove. Greyhound and Bay Runner Shuttle operate intercity bus service to Western Maryland, Baltimore-Washington International Airport (BWI), and the Midwest.

A major asset to the City of Frederick is the Frederick Municipal Airport, which is owned and operated by the City and serves as a reliever facility for general aviation traffic from BWI Thurgood Marshall, Washington-Dulles International, and Ronald Reagan Washington National airports. With approximately 87,000 annual operations, Frederick Municipal is the second busiest General Aviation Airport in the State.

Frederick's access to highway facilities has made it a popular residential location for commuters to jobs in Greater Baltimore and the Washington, DC region. However, with strength in economic sectors such as biotechnology, manufacturing, and entertainment, Frederick is also an employment hub in its own right. Nearly half of Frederick County's jobs are located within the City limits, and Frederick County is a net importer of workers from nearby jurisdictions, including Washington and Carroll Counties in Maryland; Berkeley, Franklin, and Jefferson Counties in West Virginia; and Adams County in Pennsylvania. The location of municipal, county and federal government institutions in the City, such as Fort Detrick, further strengthens Frederick's economic base.

POPULATION AND ECONOMIC TRENDS

The City of Frederick has experienced extremely strong growth pressures for several decades. This can be attributed to the City's strategic location at the confluence of major interstates and growth policies in adjacent counties that restrict the number and density of new homes, putting a premium on walkable places like the City.

POPULATION TRENDS

[Insert Population Trend Graphic] [Insert Housing trends] [Insert household size trend]

According to the 2018 American Community Survey 1-year estimates data profiles, the City of Frederick's population in 2018 was 72,152, over 28% of the County's total. Since 2010, the City's population has grown by an average of 1.3% per year, slightly faster than the County's 1.1% annual average. Metropolitan Washington Council of Governments projects that the population will be 93,100 in 2045. The City's total number of housing units increased from 27,639 in 2010 to 31,228 in 2019, growing on average slightly faster than the City's population growth at 1.5% per year. Due to the 2007 financial crisis, however, this is a markedly slower

growth rate than from 2000-2010, which averaged 2.2% per year. The average household size for the City remains constant at approximately 2.5 persons per household.

CITY EMPLOYMENT

The City of Frederick is the commercial, institutional, cultural, and industrial heart of Frederick County. Today there are over 3,500 businesses and 58,000 jobs located within the City limits. Home to Fort Detrick, the Frederick National Laboratory for Cancer Research, several biopharmaceutical companies, and two institutions of higher education, the City of Frederick continues to offer tremendous opportunities for expanding businesses, corporate offices and entrepreneurial start-ups.

2018 American Community Survey 1-year estimates shows that out of 37,040 civilian employed population 16 and over, “Management, business, science, and arts occupations” leads by 44.8%. The other occupations are “Service occupations” (22.1%), “Sales and office occupations” (17.1%), “Natural resources, construction, and maintenance occupations” (9.2%), and “Production, transportation, and material moving occupations” (6.8%).

According to 2019 Comprehensive Annual Financial Report, the top ten employers were Fort Detrick (9,657), Frederick County Board of Education (5,856), Frederick Memorial Healthcare system (2,618), Leidos Biomedical Research (2,277), Frederick County Government (2,175), Wells Fargo Home Mortgage (1,400), Frederick Community College (1,115), City of Frederick Government (880), AstraZeneca (700), and United Health Care (613).

[Insert Frederick Planning History infographic]

Links to Past Plans

The City’s Comprehensive Planning efforts date back to 1964 with the City’s first attempt to examine land-use patterns based on a vision of growth. Like many plans of its era, it emphasized policies that fostered auto-oriented shopping and business districts outside of Frederick’s existing downtown while establishing the highway and street networks that are in place today. While the plan was groundbreaking for the City in that it created a framework for guiding growth, it worked to do so only by accommodating existing trends rather than crafting a long-term vision for the City.

Unlike the 1964 Plan, the 1979 Comprehensive Plan focused on a long-term view of the City’s growth. This plan recognized that the policies of the 1964 Plan were leading to a development imbalance and focusing growth into auto-oriented locations far from the historic core. In response, the 1979 plan focused on providing a joint mix of densities, land uses, and neighborhood connections in a compact and efficient pattern reminiscent of the City’s historic patterns. Although the 1979 Plan remained the primary growth document for Frederick until 1995, it was at odds with its counterpart in the County. This led to issues with annexation and growth beyond the City’s boundaries in the late 1980s. This prompted the two governments to produce a joint document designating future growth boundaries. While not an amendment to the 1979 Plan, it allowed growth to continue in a planned context rather than a haphazard fashion.

Like the previous two plans, the 1995 Comprehensive Plan provided a detailed overview of the City's existing conditions and context, but its most important contribution was a long-range vision. This long-range vision sought to reconcile how the City's local physical development would integrate with land-use and transportation within the broader region. However, the vision remained simply a vision, failing to incorporate guidance for its implementation such as action steps, recommendations, or priorities that might assist in future decisions.

The 2004 Comprehensive Plan partially addressed this issue by generating extensive background reports, including a transportation model, scenario evaluation, economic report, and financial analysis. The plan was further strengthened by extensive public input, allowing it to reflect the collective wisdom of Frederick's residents. While the plan comprehensively outlined the broad strokes of the directions the City might take, it lacked recommendations for individual neighborhoods, making it less useful for the kind of fine-grained planning the City needed.

Drafted on the heels of a major annexation campaign, the 2010 Comprehensive Plan continued the approach of the 2004 Plan but included policies emphasizing individual neighborhood character and context. This would prove useful as the City's campaign resulted in the incorporation of 15 properties containing 1,504 acres and 3,420 homes, 944,100 square feet of commercial, and 2,468,250 square feet of office space. The Community Character and Urban Design Chapter of this Plan provided a means to understand the City's physical attributes and how they work together in developing neighborhoods and business districts within the City and these new areas now under its jurisdiction.

A key innovation of the 2010 plan's focus on neighborhood character was the Small Area Plan. These plans guided the location of buildings, transportation network, and public spaces to suit the particular needs and desires of the neighborhood in question, starting with the Golden Mile and East Street Corridor. While Small Area Planning has been advanced over the past decade, several neighborhoods have not yet gone through the process, an issue that will be accounted for in this 2020 Comprehensive Plan.

[Insert 2010 SAP Boundary Map]

2020 Themes

The 2010 Comprehensive Plan and the CommUNITY 2030 form the foundation of the 2020 Comprehensive Plan. The 2020 Plan derives objectives and themes from input received through the CommUNITY 2030 and Comprehensive Plan process. The Plan builds on the 2010 Small Area Planning process by identifying new areas for small area planning efforts in the City. The Plan also recommends regulating land development to achieve specific forms unique to each small area, rather than separating land uses. The goal is to create a predictable built environment by using physical form and layout to organize future development without sacrificing a neighborhood's flexibility to meet changing needs. Emphasis is placed on benchmarking and progress reporting of the implementation of the Plan to ensure it is effective and adapts to the evolution of society and technological advancements. It is encouraged that Staff present annual reports to the Planning Commission and Mayor and Board of Aldermen to update the progress with predetermined community indicators that align with the goals of the Plan.

[Insert Themes Page]

VIBRANT NEIGHBORHOODS

Neighborhoods are the foundation of any great city and every citizen deserves to live in a great neighborhood. The City of Frederick has many different neighborhoods, each unique with their own identity. The Plan emphasizes the enhancement of each neighborhood by creating an identity, planning for the future, supporting neighborhood level initiatives, and focusing on livability indexes at the micro-scale. Through proactive planning at the neighborhood level, opportunities for reinvestment will be identified, prioritized, and supported in all neighborhoods.

In addition, to advance the aims outlined in this Plan, our neighborhoods offer various housing options for any situation. The City has the responsibility to ensure that policies encourage the proper mixture of housing types throughout the City by offering incentives, subsidies and guiding housing form to correspond with current market conditions and demands.

CONNECTED COMMUNITY

The objective of being a connected community expands on the objectives of bringing our neighborhoods together with a diverse transportation network. It also includes a community that is connected socially and technologically as well.

Regionally, the City is well positioned with access to major metropolitan areas and is a major destination itself. The Plan focuses on further improving travel to regional destinations while building and enhancing safe and efficient ways to move anywhere in the City locally by foot, bike, micromobility, transit, and automobile.

The City will also promote the expansion of technology infrastructure to serve the community. Such an expansion will increase access to information and communication for residents, businesses, institutions, and local governments. Continually improving communications links will also improve the City's competitiveness, attracting new businesses and residents while also allowing more people to work from home. Not only would this increase the mix of uses, it would let people avoid the commute altogether, reducing the strain on our air quality and road network.

SUSTAINABLE CITY

The City will maintain a balance between the economic, social, and ecological needs of today and of future generations. Carefully planned transportation systems, buildings, neighborhoods, parks, and healthy places to work and live will improve our community's resiliency. This Plan's policies support a strong local economy with access to jobs, services and amenities, a healthier lifestyle by promoting and accommodating alternative transportation options, improved parks and recreational activities, as well as access to nutritious food choices. Encouraging the use of efficient and renewable energy, protecting water quality and green spaces as well as encouraging all demographics and classes and supported with adequate housing, services and amenities.

PREDICTABLE FUTURE

The City will maintain a predictable development pattern where each part of the community has a distinct character. Growth will be planned to enhance the quality of life for new and existing

residents while strengthening the economic health of the City. If the Plan requires revisions to codes and ordinances to improve the built environment, public participation will ensure that proposed revisions by City officials meet the vision of this Plan.

Implementation of the Plan will be tracked through annual reports. City performance indicators will track the progress of the Plan's visions and goals and guide leadership to make confident decisions.

PLAN LAYOUT

The Comprehensive Plan consists of eleven essential chapters, including the Implementation Matrix as required by the Land Use Article. Each chapter, through its text, policies, and implementation strategies, identifies challenges that the City will face in those areas alongside actions and policies needed to address those challenges and meet the community's vision for the future. All the goals and policy recommendations are consolidated into the implementation matrix, which details the priority, responsible parties, and current progress for future reporting.

THE 2020 COMPREHENSIVE PLAN PROCESS

The 2020 Comprehensive Plan commenced in July 2019. It was launched through a press release that encouraged residents to participate in an online questionnaire and interactive map. The interactive map allowed participants to zoom to the neighborhood level and enter comments on specific issues or larger City-wide issues.

For several months, staff attended every Neighborhood Advisory Council (NAC), pertinent City commissions and committees, as well as various stakeholder groups' meetings. The process was featured in the Frederick News-Post and WFMD Free Talk radio show on several occasions. Staff also gathered feedback from residents individually at their request.

The process was recorded on the City's webpage, www.cityoffrederickmd.com/2020compplan, keeping residents informed of meeting dates and times, press releases, and hosted all pertinent information. The chapters were published for public review and comment as they were drafted and prior to Planning Commission and Mayor and Board of Aldermen consideration.

The online questionnaire and interactive map were closed mid-October and the input was analyzed for common themes and used as the basis of Goals and Policy Recommendations. Public input from Frederick County's The Livable Frederick Master Plan as well as the Mayor's Strategic Plan was considered for the Plan as well.

The public outreach gathered over 1,400 comments directed toward each of these categories: Transportation; City Services; Growth and Development; Housing; Recreation; Economic Development; Historic Preservation; Neighborhood Character; Environment and Sustainability; and other issues that citizens felt important to address.

On July 10th, the Plan was submitted to the Maryland Department of Planning for their required 60-day review and received comments and approval on Month, XX, XXXX. The Planning Commission reviewed the plan during 11 workshops consisting of approximately 23 hours of

discussion and public comment from December until they provided a positive recommendation to the Mayor and Board of Aldermen on Month, XX, XXXX. The Mayor and Board of Aldermen considered the plan at XX workshops and ultimately adopted the Plan on Month, XX, XXXX.

In all, over XXX meetings were held at various locations, open houses, neighborhood meetings that included approximately XXXX hours of public participation opportunities.

Inclusivity and equity in comprehensive planning

A city planning effort is only successful if the voices of all residents concerned can be heard. Planners may have specialized expertise, but only through public participation can City Officials and land use planners understand the dynamics of our neighborhoods.

The purpose of the 2020 Comprehensive Plan is to guide land use decisions to prepare for future growth and development using population and employment forecasts. This Plan is intended to be a guiding document in service to all residents of the City. As Frederick moves forward in the coming years, it is imperative that its government take special care to listen and respond to the needs of all residents and to include their voices in the City's decision-making processes.

While each Chapter will include at least one policy recommendation towards this end, the City may need to commission additional committees or task forces to address inclusivity and equity of the underrepresented population.